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ABSTRACT

In 1998, the Alabama State Board of Education established itself as the sole governing authority for the 2-year colleges under its supervision. In this 1997-98 Chancellor's Special Report, representatives from Alabama's eight districts are introduced by current term, occupation, and highlighted achievements. Responsibilities of the Alabama State Board of Education are listed. The Alabama College System's vision statement, mission statement, goals, and objectives are described, as are changes in the legislative program, such as budgeting requests, appropriate amendments regarding benefits for college system employees, and the adoption of an annual common calendar. Alabama's Workforce 21 is discussed, as well as training programs for business and industry, rapid response training for displaced workers, and new industries in the state. Information on conversion to the semester calendar system, the dual enrollment/dual credit initiative, a revised course directory, and the articulation and general studies initiative is included. Technological advances in the system are noted and include the video network, purchases, and expanded Internet services. Finally, system finances are reviewed. Charts throughout provide statistical information on students by enrollment, gender, age, and residency status. (AS)

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THE ALABAMA STATE BOARD OF EDUCATION...

LEADERSHIP FOR THE 21ST CENTURY

The Alabama State Board of Education is a constitutional board elected by the people to serve all the people of Alabama.

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THE 1997-98 CHANCELLOR'S SPECIAL REPORT

THE ALABAMA STATE BOARD OF EDUCATION DISTRICT MAP*

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THE ALABAMA STATE BOARD OF EDUCATION

PROVIDING LEADERSHIP FOR THE ALABAMA COLLEGE SYSTEM

The Alabama College System, consisting of public two-year community, junior, and technical colleges and an upper division college, seeks to provide accessible quality educational opportunities, promote economic growth, and enhance the quality of life for the people of Alabama.

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MESSAGE FROM THE CHANCELLOR

During these times of limited resources and drastic changes in the workplace, it is important to acknowledge the salient contribution of postsecondary education to the welfare of our citizens. The Alabama State Board of Education, as the trustees for Alabama's two-year colleges, strives diligently to ensure the best quality education available to prepare Alabamians for the 21st century. The Board has made significant contributions to efficiency and stewardship in the operation of the two-year colleges of the state.

The State Board of Education for much of its recent past has operated under fiscal conservation measures, placing a moratorium on new programs and new spending for two-year colleges. Over the last few years, the State Board of Education, through mergers and consolidations, has reduced the number of two-year colleges from 43 to 30. The most recent merger, that of Alabama Aviation and Technical College with George C. Wallace Community College-Dothan, has just been completed. Identifiable cost savings resulting from mergers amount to $22,189,027, which have been redirected to enhance instructional programs and to improve the teaching and learning environment. In another initiative, this year the Board has closed 192 low enrollment programs in Alabama's two-year colleges, and has deleted 217 nonviable degrees and certificates from the offerings of the two-year colleges. The Board also implemented a retirement incentive program for two-year colleges which reduced fixed personnel costs by more than $6,000,000. Finally, the State Board of Education is planning an initiative which would implement joint purchasing of computer hardware and software for all institutions, resulting in an estimated savings of several hundred thousand dollars per year.

In the knowledge that stewardship requires the wise use of resources, the State Board of Education will undertake new initiatives related to work force development in the state. If Alabama is to continue to prosper, its work force must be more adequately trained and retrained. The State Board of Education is pleased to be a partner in the Boeing project, and in other economic development efforts, bringing new jobs to Alabama. The State Board of Education's vision for continued success in postsecondary education in Alabama is focused on training and retraining the work force of the state. In the future, all Alabamians will need some level of education beyond high school to be productive members of the work force. Only through improved work force development initiatives will our citizens be prepared for 80 percent of the new jobs available in the next decade requiring a minimum of two years of college. Since 75 percent of those working today will still be in the work force in the next decade, improved adult training opportunities will need to be available for the vast majority of our labor force. These factors mandate accessible, high quality academic and technical programs responsive to the needs of working, adult citizens. Under the leadership of the Alabama State Board of Education, access to such opportunities will ensure our state's place in tomorrow's economy.

Fred Gainous, Chancellor
The Alabama College System

RESPONSIBILITIES OF THE ALABAMA STATE BOARD OF EDUCATION

THE responsibilities of the Alabama State Board of Education are momentous. The Alabama State Board of Education is a constitutional body, vested by Amendment No. 284 of the *Constitution* of the State of Alabama with the general supervision of the public schools of Alabama. That authority is reiterated in Sections 16-3-11, 16-3-17, and 16-60-111.4 of the *Code of Alabama* (1975), as amended, specifically recognizing the general control and supervision of the Alabama State Board of Education over the public schools of the state, including all public postsecondary institutions not governed by a board of trustees. Among those specific powers enumerated are the power to prescribe courses of study; prescribe conditions for granting awards; prescribe faculty qualifications and terms and conditions of employment for all employees; approve the budgets for the two-year colleges; direct and supervise expenditure of appropriations; conduct investigations relating to the education needs of the state; approve proposed legislative measures necessary for the improvement of the two-year colleges; promulgate rules and regulations for the government of each college; and to exercise general supervision of the colleges. The Board is specifically empowered to operate, manage, control, supervise, maintain, regulate, improve, and enlarge the public two-year colleges in Alabama. Pursuant to its constitutional authority and the statutory restatement of that authority, the Board has enacted numerous policies governing the operation of The Alabama College System.

THIS year the State Board of Education clearly established itself as the sole governing authority for the two-year colleges under its supervision and control through a series of meetings with the Commission on Colleges of the Southern Association of Colleges and Schools. Both houses of the Alabama Legislature and the Governor reconfirmed the new, revitalized position of the Board as the sole governing authority for two-year colleges in the state. The dedicated members of the Alabama State Board of Education, through their policy initiatives, provide the leadership and guidance which make Alabama's two-year colleges the vehicle for a well prepared work force, and a better quality of life as we enter the new century.

BRADLEY BYRNE
District 1

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *Attorney with law firm McRight, Jackson, Dorham, Myrick & Moore*

District 1 includes: Baldwin, Escambia, and Mobile Counties; and the following colleges: Bishop State Community College, Mobile; Jefferson Davis Community College, Brewton; and James H. Faulkner Community College, Bay Minette.

- B. A. (magna cum laude), Public Policy Studies and History: Duke University
- J. D., University of Alabama School of Law
- Member: American Bar Association; Alabama State Bar Association; Mobile Bar Association; City of Mobile Planning Commission, 1990-94; Class IV of Leadership Alabama; and Council Elementary School and Phillips Middle School PTA
- Chairman, Alabama Education Summit, 1995
- Member, board of directors: Mobile Area Education Foundation and Wilmer Hall Children's Home
- Board of directors: A+ (the Alabama Coalition for Better Education—a statewide education reform organization), 1991-94; Mobile Area Chamber of Commerce 1989-93; Senior Citizens Services, 1989-92; and Volunteers of America, South Alabama, 1994-96
- Past chairman of the board: Drug Education Council, 1990-91; and Wilmer Hall Children's Home, 1992-93
- Selected by *Mobile Register* as one of "Sixty for the Next Century"
- Outstanding Young Man of America: 1981-82
- Who's Who in the Legal Profession, 1987-91

G. J. "DUTCH" HIGGINBOTHAM
District 2

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *Director for Public Affairs, Troy State University/Phenix City; former state legislator; retired businessman; retired colonel of U. S. Army Reserve*

District 2 includes: Barbour, Chambers, Coffee, Covington, Crenshaw, Dale, Geneva, Henry, Houston, Lee, Russell, and Tallapoosa Counties; and the following colleges: Central Alabama Community College, Alexander City; Chattahoochee Valley Community College, Phenix City; Enterprise State Junior College, Enterprise; Douglas MacArthur State Technical College, Opp; Southern Union State Community College, Opelika; Chauncey Sparks State Technical College, Eufaula; George C. Wallace Community College, Dothan and Aviation Campus; and Lurleen B. Wallace Junior College, Andalusia.

- U. S. Armed Forces Institute courses
- University of Wisconsin
- Honorary Doctor of Laws: Troy State University
- Veteran: World War II and Korea
- 32 years active and reserve military duty
- Commanding Officer, Research and Development Unit: Auburn University
- Past president: Opelika Chamber of Commerce
- Alabama House of Representatives: 1966-70, 1974-77, 1986-90, and 1990-94
- Chairman, House Judiciary Committee: 1986-90 and 1990-94
- Alabama Senate: 1977-78 and 1978-82
- Sponsor: major legislation establishing Prepaid Affordable College Tuition Program and upgrading Tort Reform Laws of Alabama
- **Member: First Baptist Church, Opelika**

THE ALABAMA COLLEGE SYSTEM

Vision Statement

The Alabama College System believes education improves the life of every individual and advances society as a whole.

Mission Statement

The Alabama College System, consisting of public two-year community, junior, and technical colleges and an upper division college, seeks to provide accessible quality educational opportunities, promote economic growth, and enhance the quality of life for the people of Alabama.

Goals

- To provide accessible quality educational opportunities
- To promote economic growth
- To enhance the quality of life

Objectives

The Alabama College System shall provide:

- General education and other collegiate programs at the freshman and sophomore levels that prepare students for transfer to other colleges and universities.
- Technical, vocational, and career education that prepares students for immediate employment, retrains existing employees, and promotes local and state economic stability and competitiveness.
- An upper division college that provides selected baccalaureate opportunities for students within the postsecondary system.
- Developmental education that assists individuals in improving learning skills and overcoming educational deficiencies.
- Student services and activities that assist individuals in formulating and achieving their educational goals.
- Learning resources that support the needs of the institution and the community.
- Business and industry development training that meets employer needs.
- Continuing education and personal enrichment opportunities that support lifelong learning and the civic, social, and cultural quality of life.
- Expanded partnership with schools and school systems in the state to deliver seamless educational options and supportive articulation services.

Adopted by the Alabama State Board of Education
May 23, 1996

THE ALABAMA STATE BOARD OF EDUCATION LEADERSHIP INITIATIVES IN GOVERNANCE

THE LEGISLATIVE PROGRAM

The Alabama State Board of Education enjoys a positive, productive relationship with the Alabama Legislature in pursuing legislative action to improve the quality of postsecondary education in the state. In August, 1997, both houses of the Alabama Legislature passed resolutions commending the State Board of Education for its operation, management, and governance of postsecondary education. The resolutions recognized the Board for adopting review and reform measures permitting the efficient and effective operation of Alabama's two-year colleges, and providing the taxpayers of Alabama with quality educational programs in an economical fashion. Specifically noted in both resolutions were accountability measures implemented by the Board, the freeze it imposed on new instructional programs, the moratorium on the creation of new positions, its reduction of fixed personnel costs, implementation of fiscal controls in the budgeting process and in the expenditure of funds, and the Board's strict scrutiny of existing instructional programs and instructional sites.

In its capacity as the governing authority for Alabama's two-year colleges, the Board is responsible to the citizens of the state to ensure accessible quality educational opportunities, economic growth, and an enhanced quality of life. To these ends, the Board has developed and pursued a legislative program focused upon access and quality in postsecondary education, and upon economic development through postsecondary education. These items demonstrate the Board's concern with providing quality educational opportunities to the citizens of Alabama while safeguarding and wisely managing the funds entrusted to it. The legislative program also illustrates the high level of cooperation between the postsecondary and elementary/secondary systems, both governed by the same Board. The major elements of the Board's legislative program are as follows:

1. Budget Request for the Alabama College System (BRACS). The proposed budget for The Alabama College System uses the BRACS model to generate the budget request for community, junior, and technical colleges. Proposed budgets for other Alabama College System units, including Athens State College, Alabama State Fire College, the Alabama Industrial

STEPHANIE W. BELL
District 3

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *Former executive director, volunteer capacity, SCORE 100 (a statewide committee on reforming education); former journalist*

District 3 includes: Calhoun, Chilton, Clay, Cleburne, Coosa, Elmore, Randolph, Talladega, and parts of Autauga and Montgomery Counties; and the following colleges: **Harry M. Ayers State Technical College, Anniston; Central Alabama Community College, Childersburg; Ingram State Technical College, Deatsville; and Southern Union State Community College, Wadley.**

- B.S., English/Journalism-Applied Communications, Auburn University and Auburn University/Montgomery
- Former reporter: *The Montgomery Advertiser/The Alabama Journal* (covered state and local government including education, courts, and legislature)
- CASE II Media Award: presented by the Council for the Advancement and Support of Education for articles about Alabama's two-year colleges
- Best News Story: Alabama Press Association
- Hector Award Nominee: Meritorious Reporting
- Former English teacher to Chinese adults in Taichung, Taiwan
- Outstanding Young Woman of America
- Alabama Homemaker of the Year Award
- Alabama Eagle Award for promoting God, country, and family
- Past volunteer: Father Purcell Memorial Exceptional Children's Center
- Former member, boards of directors: Camp ASCAA and Family Guidance Center
- Friend of Education Award, 1998
- Emma Sansom Heroine Award, 1997
- Member, Education Leaders Council
- Member, National Council of Women Advisors to Congress
- Governmental Affairs Committee, National Association of State Boards of Education
- Member, Governor's Domestic Violence Advisory Council
- Junior League of Montgomery
- YMCA Youth Girls Soccer Coach, volunteer
- Member, Eastwood Presbyterian Church, Montgomery

ETHEL H. HALL
Vice President
District 4

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Previous Terms: *1991-95 and 1987-91*
Occupation: *Associate professor emerita: University of Alabama, 1990 (awarded title by Board of Trustees for outstanding contributions to teaching, research, and service)*

District 4 includes: parts of Jefferson and Tuscaloosa Counties and the following colleges: Bessemer State Technical College, Bessemer; T. A. Lawson State Community College, Birmingham; and Shelton State Community College, Fredd Campus, Tuscaloosa.

- Bachelor's degree: Alabama A & M University
- Master's degrees: University of Chicago and Atlanta University
- Doctorate degree: University of Alabama
- Retired: associate professor, social work, University of Alabama
- Former: associate professor, social work, University of Montevallo; coordinator, Head Start-Public School Early Childhood Transition Project; executive director, Neighborhood Youth Corps; and teacher, Jefferson County Schools
- Member: Leadership Birmingham, Class of 1980, and Leadership Alabama, Class of 1993
- Advisory Council on Teacher Education, University of Alabama
- State Chair: American Community College Trustees, Southern Region
- Appointed to five national task forces by the National Association of State Boards of Education to study issues and publish documents on early childhood education, restructuring schools, parental choice for school enrollment, multi-cultural education, and linkages in higher education
- Member, Sunday School Superintendent, Deaconess, and Trustee: Bevlah Baptist Church, Bessemer

Development Training Institute, and the Department of Postsecondary Education, are also recommended. The State Board of Education adopts the budget requests annually, and these are submitted to the State Finance Department, the Alabama Commission on Higher Education, and the Legislature. The Budget Request adopted by the Board for the 1998-99 fiscal year contains the following specific items.

- **Operations and Maintenance.** Funds requested in this category are for the ordinary operation and maintenance of two-year colleges in the state.

- **Revolving Loan Fund for Roof Replacement.** Since most facilities in The Alabama College System are 20 or more years old, continuous roof repair is necessary. The Revolving Loan Fund for Roof Repair will address the problem efficiently.

- **Unified Data Management System.** Currently, two-year colleges maintain a variety of administrative computer systems, each requiring its own staff and each incurring annual costs for upgrades. With the change to a semester system, and the implementation of the new student and faculty databases, it is important to use resources efficiently in this area. This year's request was to fund the first phase of the implementation of a common administrative information system for all System colleges, including analysis and design, as well as to begin the construction of a common data management system.

- **Program Incentive to Support Innovative Programs.** This would fund the creation and development of partnerships and consortia between and among selected colleges in the System for the delivery of discrete and innovative instructional programs statewide.

- **Professional Development.** The Southern Association of Colleges and Schools, Commission on Colleges, requires institutions to provide faculty members with the opportunity to continue their professional development throughout their careers, and the institutions must demonstrate that such development occurs. In addition, many disciplines must also satisfy programmatic licensing, certification, or accreditation requirements at state or national levels. The request would allow System institutions to provide quality professional development opportunities to faculty.

- **High Technology and Library Equipment.** Over 70 percent of the equipment in the System is at least five years

old. Over two-thirds of the colleges need to replace at least one-half of their equipment within the next two years in order to maintain technological currency. The request would allow Alabama College System institutions to meet the technological needs of students.

- **Athens State College.** The college requires new faculty positions for accreditation of the Education and Business Programs, for instructional equipment replacement, and for benefit rate increases.

- **State Fire College.** In the 1995-96 fiscal year, the State Fire College trained more than 12,000 students, generating more than 600,000 instructional hours.

- **Alabama Industrial Development Training Institute.** The request includes operations and maintenance, Mercedes-Benz training, and funding for the Boeing Project.

- **Department of Postsecondary Education.** The request includes funds for the operation of the Department.

2. ***Amend appropriate provisions of the Code of Alabama (1975), to allow the Chancellor to approve out-of-state travel requests for Alabama College System employees.*** Current statute is unnecessarily bureaucratic. The recommended revision to the statute allows the chancellor to exercise approval authority.

3. ***Amend appropriate provisions of the Code of Alabama (1975), to allow prepaid registration fees for Alabama College System employees attending professional meetings, seminars, and training sessions.*** The prepayment of such fees would result in savings to the colleges since prepaid fees are usually less than on-site registration.

4. ***Amend appropriate provisions of the Code of Alabama (1975) to allow Alabama College System institutions to transfer surplus personal property items to secondary schools within city and county school systems.*** Current statute does not allow a two-year college to transfer surplus equipment to a local high school. The only option available to the college is to sell the surplus equipment at auction or by sealed bid.

5. ***Cost of Living Adjustment (COLA) for Alabama College System employees.*** Adjustments for two-year college employees often appear as part of the Education Trust Fund budget proposed by the Legislature. Over the last ten fiscal years, the

WILLIE J. PAUL
District 5

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Previous Terms: *1991-95 and 1987-91*
Occupation: *Pastor, St. Stephens Baptist Church; retired head start director, Montgomery Community Action Committee; retired major of the U. S. Air Force*

District 5 includes: Bullock, Butler, Choctaw, Clarke, Conecuh, Dallas, Greene, Hale, Lowndes, Macon, Marengo, Monroe, Perry, Pickens, Pike, Sumter, Washington, Wilcox, and parts of Autauga and Montgomery Counties; and the following colleges: Alabama Industrial Development Training Institute, Montgomery; Alabama Southern Community College, Monroeville; John M. Patterson State Technical College, Montgomery; Reid State Technical College, Evergreen; H. Councill Trenholm State Technical College, Montgomery; and George Corley Wallace State Community College, Selma.

- B. S., Tuskegee Institute
- M. S., U. S. Air Force Institute of Technology
- B.Th., Selma University (highest honors)
- Th.D., International Seminary, Plymouth, Florida (summa cum laude)
- Former director of student financial aid and former director of purchasing, Alabama State University
- U. S. Air Force Commendation Award for Meritorious Service
- President's Certificate of Appreciation for Military Service
- Alabama Secretary of State Award for Community Involvement
- Member, board of trustees: Tuskegee University
- Board of directors: Montgomery Area Food Bank
- Academic dean: Montgomery Bible Institute and Theological Center
- Member: The Historic Day Street Baptist Church, Montgomery

DAVID F. BYERS, JR.
District 6

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *Executive, Capital Strategies Group, L.L.C.*

District 6 includes: Blount, Cullman, Marshall, Morgan, and parts of Jefferson and Shelby Counties; and the following colleges: Jefferson State Community College, Birmingham; Snead State Community College, Boaz; and Wallace State Community College, Hanceville.

- B. A. (honors) University of Alabama, Birmingham
- J. D. (cum laude), Cumberland School of Law, Samford University
- L. L. M. (Master of Laws in Taxation), New York University
- Specializing in succession, estate, and charitable planning for closely-held business owners
- Past chairman and current member of the board: The King's Ranch (a therapeutic home for abused and neglected children)
- Member of board: Southern Center for Law and Ethics (policy "think tank" devoted to First Amendment issues)
- Member of diaconate: Briarwood Presbyterian Church, P. C. A.

Legislature has mandated five cost-of-living pay increases affecting two-year college personnel. While neither the Chancellor nor the State Board of Education has requested such an increase, the System must be prepared to react to any salary revision proposals which could be initiated by legislators.

6. Governance issues affecting the State Board of Education and/or Alabama College System institutions. The Alabama State Board of Education is a constitutional body with the sole authority for the governance and control of public, postsecondary institutions in the State of Alabama. All institutions currently governed by the Board should remain under the authority, direction, and control of the State Board of Education of Alabama.

7. Amend appropriate provisions of the Code of Alabama (1975) to allow members of the State Board of Education to serve concurrent four-year terms of office. Members of the State Board of Education of Alabama have been elected for concurrent four-year terms of office for many years, pursuant to the decision in a federal lawsuit. However, the state statute prescribing the composition, election, and term of office of Board members requires that Board members serve staggered four-year terms, with half of its members standing for election each two years. The state statute should be amended to reflect current practice.

8. Legislation to support funding to network electronically the libraries of The Alabama College System with public university libraries in the state. An investment in electronic networking of the libraries of all public two- and four-year institutions in the State of Alabama will ultimately result in cost savings for all institutions by means of shared resources and the elimination of unnecessary duplication of expenditures for library collections.

9. Legislation to assist efforts by two-year colleges to deliver remedial/developmental programs. An individual can never reach full potential without the ability to read. Literacy and remedial/developmental programs offered by Alabama College System institutions provide many citizens of Alabama with the opportunity to succeed. The largest segment of postsecondary students enrolled in remedial/developmental programs are young adults who have been out of high school for several years and who are entering college, intent upon obtaining skills which will lead to higher paying jobs. The welfare-to-work initiative will bring to the two-year colleges even more adults in need of remediation in order to obtain skills which will lead to employment. Remedial/develop-

mental education at the postsecondary level represents an excellent investment in the development of the work force of the state and will better allow the postsecondary system to meet the needs of business and industry in the state.

10. Support legislation to require public institutions of higher education to adopt an annual common calendar designating common entry and exit periods. The Alabama College System will begin operating on a semester system effective in the Fall of 1998. Its institutions will also begin operating at that time on a common calendar, with common entry and exit periods. The establishment and adoption of a common annual calendar for public two-year colleges and public universities would provide a seamless transition for students.

REGULATING OFF-CAMPUS COURSES AND PROGRAM VIABILITY

The Board adopted this year new, more stringent, streamlined procedures for the approval of instructional sites away from the main campus. At the same time, the Board reduced the number of off-campus sites operated by two-year colleges. The Board also adopted new streamlined procedures for approval of instructional programs, replacing the outmoded process imposed by external agencies entailing an 18 month delay in implementing new programs. The Board's purpose in adopting new procedures is to enable its colleges to be as responsive as possible to the training needs of businesses and industries across the state, and to permit rapid response to changes in the workplace. While permitting rapid response in the approval of new instructional programs, the Board closed 192 low enrollment programs and deleted 217 nonviable degrees and certificates.

EFFECTIVENESS PLANNING IN POSTSECONDARY EDUCATION

Due to the Board's emphasis on access and economic development missions, the two-year colleges of Alabama have become the state's largest system of postsecondary education, serving the needs of more than one million students. At the same time, two-year colleges have become the state's most important vehicle for increasing access to jobs. With drastic changes in the economy facing Alabama in the 21st century, in the face of global competition, increasingly complex technological developments, and drastically different levels of skills required for productive employment, the Board understands that its institutions will need to be increasingly effective in order to be at the center of an improved work force education

SANDRA RAY
District 7

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *President and broker, Hall-Ray Realty, Inc.; former director of the Alabama Association of School Boards*

District 7 includes: Bibb, Colbert, Fayette, Franklin, Lamar, Lauderdale, Lawrence, Marion, Walker, Winston, and parts of Hale, Shelby, and Tuscaloosa Counties; and the following colleges: Bevill State Community College, Sumiton; Northwest-Shoals Community College, Muscle Shoals; and Shelton State Community College, Tuscaloosa.

- B.S. Ed., University of Alabama
- Former elected member and past president Tuscaloosa County Board of Education
- Member, past director and vice president Chamber of Commerce of West Alabama
- Present or past board of directors: South Land National Insurance, United Cerebral Palsy, Crimestoppers, Boy Scouts, Theatre Tuscaloosa, Compass Bank (city director), Rotary Club, Shelton State Community College Foundation, and Tuscaloosa County Preservation Society
- Member and past director Tuscaloosa Association of Realtors; CRS and GRI awards; member Tuscaloosa Homebuilders Association
- Member Leadership Tuscaloosa, 1985, and Leadership Alabama, 1995
- Task Force on Teaching and Student Achievement, Brookwood High School PTA, Adopt-A-School Steering Committee, Chamber of Commerce of West Alabama Challenge 21 Committee
- Chamber of Commerce of West Alabama Small Business Person of the Year, 1991
- Phi Delta Kappa Lay Citizen Educator, 1988
- Affiliations: Kappa Delta Epsilon Honorary, University of Alabama Alumni Association, and Women's Auxiliary of Tuscaloosa County Bar Association
- Member First Presbyterian Church of Tuscaloosa

MARY JANE CAYLOR
District 8

Member: *Alabama State Board of Education*
Current Term: *1995-99*
Occupation: *Adjunct professor, Alabama A&M University, retired superintendent, Huntsville City Schools*

District 8 includes: Cherokee, Dekalb, Etowah, Jackson, Limestone, and Madison Counties; and the following colleges: Athens State College, Athens; John C. Calhoun Community College, Decatur; J. F. Drake State Technical College, Huntsville; Gadsden State Community College, Gadsden; and Northeast Alabama Community College, Rainsville.

- Bachelor's, master's, and doctoral degrees: University of Alabama
- Superintendent of Huntsville City Schools: 1984-1991, acting superintendent: 1982-1984
- Established Huntsville City Schools Foundation: 1991
- Assistant superintendent of general services, director of special education, and elementary school teacher: prior to 1982
- Adjunct faculty member: Alabama A&M University, 1994-present; University of Alabama/Huntsville and Athens State College, 1970-1982
- Faculty member: Troy State University/Montgomery, 1972-1973
- Past board member: Association for the Advancement of International Education, Huntsville City Schools Foundation, United Way of Madison County, Humana Hospital/Huntsville, Huntsville/Madison County Chamber of Commerce, Redstone Arsenal Community Advisory Committee, Leadership Alabama, Inc. (charter member and alumni of first class), and YMCA
- Past member: Alabama State Tenure Commission
- Board member: Twenty First Century Council
- Member: Huntsville Rotary Club and Delta Kappa Gamma
- Superintendent of the Year: Alabama Council of PTA's, 1980
- Alabama finalist, 1991 Superintendent of the Year Award: American Association of School Administrators

system. The Board believes that the state's economic well-being hinges upon the level and quality of the education of its work force and the participation of all of its citizens in the work force. The Board desires its two-year colleges to be highly responsive and flexible, performance-based and results-oriented, customer-driven, part of a seamless web of education and training, innovative and creative, collaborative, and accountable to the public for measurable performance in developing a highly competitive work force. The Board's vision for its two-year colleges as the 21st century unfolds includes the building of partnerships with secondary schools, universities, and business and industry. As Alabama enters the 21st century, its two-year colleges must serve as the center of a regional work force development system attuned to the rapidly changing needs of the work force, promoting technology transfer, entrepreneurship, and small business development.

In order to accomplish this vision, on May 22, 1997, the State Board of Education adopted a "Resolution for Effectiveness Planning in Postsecondary Education." In accordance with that resolution, the Board selected 15 distinguished citizens geographically representative of all areas of the state to serve on a Task Force for Effectiveness Planning in Postsecondary Education to review the role, scope, and mission of the state's two-year colleges, and to make recommendations to the Board relating to the overall effectiveness of Alabama's two-year colleges in meeting the challenges of preparing citizens for the 21st century. The Task Force continues to meet to address these issues and has employed a consultant to assist in developing its recommendations. The Task Force's final report is expected in the fall.

RESOLUTION FOR EFFECTIVENESS PLANNING IN POSTSECONDARY EDUCATION

WHEREAS, the Alabama State Board of Education endowed the first thirty years of two-year college education in Alabama with transfer, career preparation, basic skills and developmental education, continuing education and community service, access, and economic development missions; and

WHEREAS, the first thirty years of two-year college education in Alabama were characterized by rapid growth, sporadic development, and limited resources, and;

WHEREAS, during those first thirty years The Alabama College System grew into Alabama's largest system of

postsecondary education, having served the needs of over one million students; and

WHEREAS, the State Board of Education recognizes two-year colleges in Alabama as the state's most important vehicle for increasing access to jobs; desires its colleges to be at the center of an effective work force education system; and recognizes that the state's economic well-being hinges upon the level and quality of the education of its work force and the participation of all of its citizens in the work force; and

WHEREAS, the Alabama State Board of Education wishes to guide The Alabama College System to the next level of maturation through effectiveness planning for the system and its resources in its second thirty years;

NOW THEREFORE BE IT RESOLVED by the Alabama State Board of Education that:

1. The Chancellor is hereby directed to convene a task force of 15 members to review current and future needs for postsecondary education and related work force training; and

2. The membership of the task force recommended by the Chancellor shall be geographically representative; shall include civic, social, and business leaders; and shall be appointed by the State Board of Education. Each member of the State Board of Education shall appoint one member of the task force; no member of the task force shall be an elected official, college president, or college employee; and

3. The Chancellor may utilize outside expert consultants as appropriate to provide technical and programmatic assistance to the task force with the approval of the State Board of Education; and

4. The task force shall issue periodic reports to the State Board of Education as appropriate, and shall report its findings to the State Board of Education as soon as practicable; and

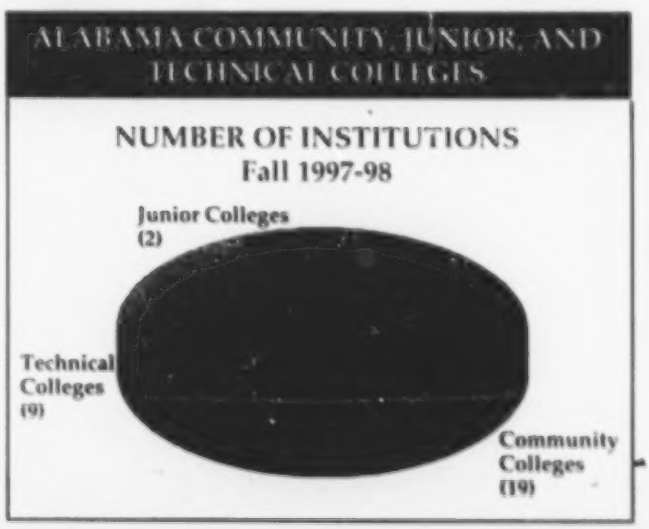
5. The Chancellor shall make recommendations to the State Board of Education for the overall effectiveness of The Alabama College System based upon the findings of the task force. The Chancellor shall make recommendations to the State Board of Education for a process of ongoing review of the implementation of the recommendations based upon the findings of the task force; and

6. Funding required for special activities under this resolution shall be obtained from private sources.

Adopted by the Alabama State Board of Education
May 22, 1997

MERGERS AND CONSOLIDATIONS

The Alabama State Board of Education has offered significant leadership in addressing efficiency and stewardship in the operation of the two-year colleges of the state. Not long ago, there were 43 lower division two-year colleges under the direction of the State Board of Education. The State Board of Education's emphasis on the formation of comprehensive community colleges has resulted in seven consolidations involving 19 colleges, six mergers involving 11 colleges, and the redesignation of five institutions as community



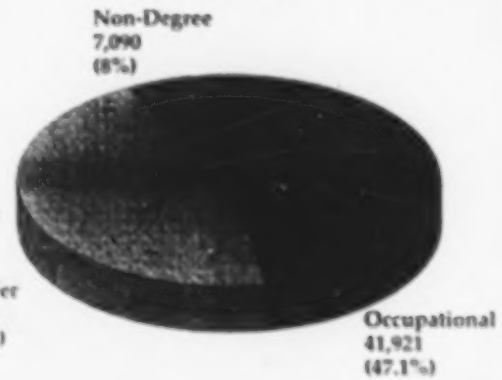
colleges. These actions by the Board have reduced unwarranted program duplication, produced cost efficiencies, provided enhanced programs, enhanced services to business and industry, and have promoted industrial growth and development in each college's service area.

This has resulted in 19 comprehensive community colleges, two junior colleges, and nine technical colleges, for a total of 30 lower division institutions. It is important to note that these mergers and consolidations have not been primarily driven by economic considerations. They have been driven by the need to establish comprehensive community colleges easily accessible at an affordable price to the citizens. Economies of scale have resulted, but quality of service has been the overriding concern.

Identifiable cost savings resulting from mergers amount to $22,189,037. Within these figures are personnel cost savings of $21,125,037; operations cost savings of $671,000; equipment cost savings of $108,000; and other cost savings of $285,000. All cost savings have been redirected to enhance instructional programs and to improve the teaching and learning environment.

ALABAMA COMMUNITY, JUNIOR AND TECHNICAL COLLEGES

HEADCOUNT ENROLLMENT BY DEGREE
Fall 1996-97



THE ALABAMA STATE BOARD OF EDUCATION LEADERSHIP INITIATIVES IN ECONOMIC DEVELOPMENT

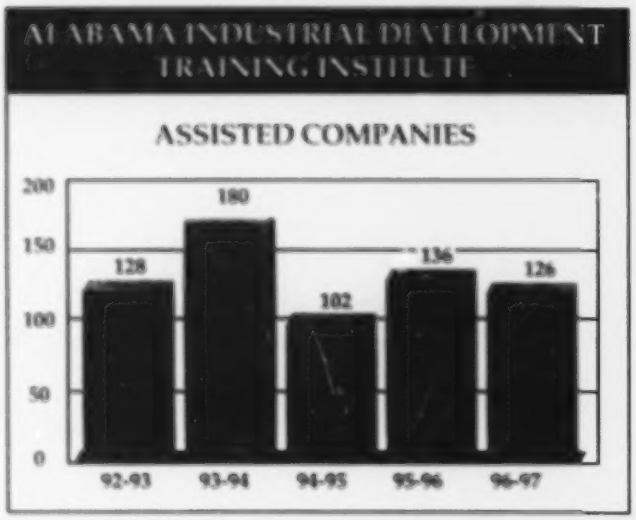
WORKFORCE 21

The Alabama State Board of Education has overseen and directed Alabama's *Workforce 21* initiative, involving secondary and postsecondary occupational/vocational educators, the Department of Education, the Department of Postsecondary Education, the Alabama Industrial Development Training Institute, and the Alabama Industry and Manufacturers Association. The cooperative efforts of all parties have focused on the development of a strategic plan to meet the expectations of the state's businesses and industries for a well-trained, employable work force for the 21st century. A series of 10 regional meetings across the state, attended by hundreds of interested participants, solicited recommendations and suggestions directly from representatives of businesses and industries. Seventy-one occupational/vocational stakeholder organizations were invited to submit written position papers to the *Workforce 21* steering committee for consideration in the planning process. These position papers addressed specifically the skills needed by employees to be successful in the 21st century, how secondary and postsecondary institutions can provide the skills necessary to become productive employees, how occupational/vocational education must change in order to prepare students more effectively for successful careers in the 21st century, and how to improve the perception of occupational/vocational education in Alabama. Following the development and review of position papers, several focus group meetings were facilitated around the state to refine the goals and objectives of the strategic plan to prepare Alabama's work force for the next century. The specific elements of the plan, which will be finalized this summer, include identifying personal attributes of productive employees, identifying employees' academic and technical skills for entry into and advancement within the job market, describing analytical skills needed to solve problems and make decisions, focusing education on industry needs, assisting students in making informed career decisions, continuously improv-

ing program offerings and educational processes, making occupational/vocational education meaningful to students and of high quality, developing rapid response to changes in the workplace, ensuring that students, parents, and the public have an accurate understanding of occupational/vocational education, and making occupational/vocational education an integral part of the overall education system.

TRAINING FOR BUSINESS AND INDUSTRY

Under the Board's direction, The Alabama College System's approach to training for business and industry (TBI) is simple. A college establishes partnerships with businesses and industries to identify training needs or additional skills needed by their employees. Together they agree upon specific goals and training objectives and develop a program to meet those needs. The Board's objective is to increase the productivity of workers and the profitability of the business and, in turn, to provide greater job and economic security for the employees. Under the Board's leadership, System guidelines for offering TBI programs have been revised to strengthen and improve the System's ability to provide customized training for business and industry.



Since TBI programs were established by the Board, more than three-fourths of the companies served have requested additional training for their employees. This year alone, Alabama's two-year colleges served over **1,000** Alabama companies and conducted training programs for nearly **50,000** Alabama employees.

The State Board of Education's commitment to provide education and training for business and industry is further strengthened by the Alabama Industrial Development Training Institute (AIDT), which provides training for new and expanding industries in Alabama. Through the use of 36 mobile training units, AIDT brings world-class training to even the most rural areas of the state. Hundreds of companies in recent years have relied on AIDT for reemployment, start-up and on-the-job skill training programs, and more than **130,000** Alabamians have learned the skills they need for better paying jobs with Alabama companies through programs designed and conducted by AIDT.

As the result of the Board's leadership, the Centers of Technical Excellence program is also helping the state build a technically competent work force. In addition to the Bevill Center for Advanced Manufacturing Technology at Gadsden State Community College, centers of technical excellence in advanced electronics technology, telecommunications, environmental science, and biotechnology are being established in association with state two-year colleges, and in cooperation with the state's research universities, to provide Alabamians with world-class technical proficiencies. The centers ultimately will be linked via a telecommunications network to deliver education, training, and technology transfer. When completed, the network is expected to encompass equipment and facilities investments of more than $20 million. Most of the funds are being generated from federal, industrial, and foundation sources.

The Alabama College System's Skills Centers, overseen by the Board, have long been recognized as leaders and innovators in the design and implementation of new employment and training programs serving economically disadvantaged youth and adults, and unemployed workers. The System's Education for Employment Program and the

Project Genesis Program have been nationally recognized for innovation and effectiveness in serving disadvantaged youth and welfare recipients, and the Skills Centers' system for assessment and case management has been highly acclaimed by employment and training professionals across the United States. During the past year, the Skills Centers served over **20,000** youth and adults, and placed over half of these individuals in a variety of employment training options. There are three Skills Centers and 23 Assessment Centers strategically located across the state.

RAPID RESPONSE TRAINING FOR DISPLACED WORKERS

Sensitive to the plight of displaced workers, and firm in its resolve that Alabama's two-year colleges should play a pivotal role in assisting displaced workers, the Board adopted this year a program called Rapid Response Training for Displaced Workers. The program offers special assistance to employees affected by downsizing and closure. The Board provides special tuition waivers for displaced employees in order to assist them in obtaining appropriate skills training to prepare for other jobs. Such assistance is a vital component of economic development in the communities across the state experiencing such economic dislocations.

ALABAMA COMMUNITY, JUNIOR, AND TECHNICAL COLLEGES

DISTRIBUTION OF STUDENTS BY AGE
Fall 1996-97

Average Age = 29.43

ATTRACTING NEW INDUSTRIES TO THE STATE

Through the leadership of the State Board of Education, Alabama's two-year colleges were instrumental in the decision to locate the Mercedes-Benz U. S. International (MBUSI) facility in Vance. The Alabama Industrial Development Training Institute (AIDT) has provided start-up training for Mercedes and a growing number of the plant's suppliers. Shelton State Community College and Bessemer State Technical College have provided ongoing training and apprenticeship assistance for Mercedes and its suppliers. Start-up training for Mercedes began at various locations on the Shelton State campus, in AIDT mobile units, and in leased space. A permanent training center on the MBUSI site now provides space for continued training for MBUSI employees and other companies in the area. With the support of the State Board of Education, Alabama's two-year colleges have been a positive impact on the automotive industry in Alabama. To date, Alabama has attracted 10 suppliers as a result of the MBUSI location, creating more than 3,000 additional jobs for Alabama citizens at the auto assembly and supplier plants. This is just the beginning. As MBUSI grows, so will the opportunities for the State Board of Education to continue to provide accessible education and training, to promote economic growth, and to enhance the quality of life for Alabamians. The State Board is unwavering in its commitment to support its institutions as economic development tools.

Another major industry – the Boeing Delta IV Booster Core manufacturing facility – located in Decatur this year with the help of the State Board of Education. The Boeing facility is projected to employ more than 2,500 Alabama citizens at full operation in 2002. The state and local economy can expect another boost through the jobs created by the many suppliers expected to locate in the area. The State Board of Education adopted a resolution supporting the project immediately after Boeing's October, 1997, announcement that it would locate in the state. AIDT and John C. Calhoun Community College will supply start-up training assistance and ongoing aerospace training for Alabama citizens seeking jobs with the rocket booster plant and its suppliers. In the early stages of start-up,

AIDT will work on the Calhoun Community College campus to recruit, screen, assess, and train potential employees. The Aerospace Technology Center to be built on the campus will support permanent Boeing training and related programs.

THE ALABAMA STATE BOARD OF EDUCATION LEADERSHIP INITIATIVES IN INSTRUCTION

CONVERSION TO THE SEMESTER CALENDAR SYSTEM

On February 17, 1997, the Alabama State Board of Education authorized The Alabama College System to convert to a semester-based academic calendar effective with the 1998-99 academic year. The decision to convert from a quarter to a semester system represents a significant milestone for The Alabama College System. When fully implemented, it is anticipated the semester format will provide substantial benefits to students and colleges. Specifically, System institutions can focus more time on teaching. Students can look forward to spending more time on task which will create an improved teaching and learning environment.

The conversion will also facilitate a smooth transfer of credits to senior institutions. With 85 percent of institutions of higher education in the United States already on the semester system, with all of Alabama's public universities either on or converting to the semester system, and with the majority of high schools in Alabama currently on the semester system, conversion to the semester system will create a seamless transition for students from high school to two-year college to university.

The scope of this project required many dedicated and talented individuals from within The Alabama College System in order to successfully complete the conversion. The Conversion Committee involved directly over 1,000 administrators, faculty, and staff representing 32 colleges and Department of Postsecondary Education staff in this effort.

A *Quarter to Semester Manual* was developed with the assistance of many college stakeholders to serve as a reference guide for the semester conversion in The Alabama College System. This manual provides information and examples that explain how the conversion will affect institutions and is intended to be a resource document in planning for the transition. This "how to" guide focuses on challenges and opportunities in the primary areas of instruction, fiscal services, student services, information services, and assessment.

THE DUAL ENROLLMENT/DUAL CREDIT INITIATIVE

The Alabama State Board of Education approved Policy 801.03 - Admission: Dual Enrollment/Dual Credit for High School Students in April, 1997, which empowered institutions within

ALABAMA COMMUNITY, JUNIOR, AND TECHNICAL COLLEGES

STUDENTS BY GENDER
Fall 1996-97

The Alabama College System to establish dual enrollment/dual credit programs with local school boards of education in the service area of each two-year college. The purpose is to allow eligible high school students to enroll in college classes concurrently with high school classes, either on the college campus or at the high school, and to receive both high school and college credit.

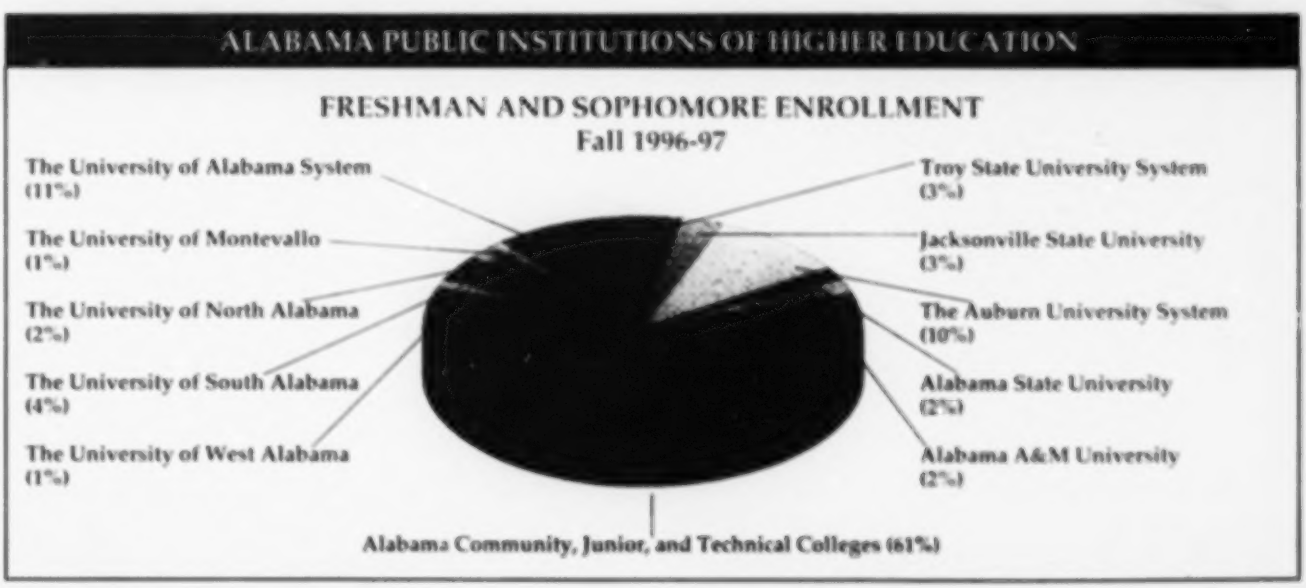
COMMENCING fall quarter of the 1997-98 academic year, 11 colleges were actively engaged in dual enrollment/dual credit agreements with local school boards, and expectations for providing enhanced learning opportunities for qualified students in the 1998-99 academic year are positive and substantial. This initial implementation year has proven to be exploratory as the high schools and colleges have been engaged in reconciling course schedules, streamlining communications, and targeting the plan of action for the 1998 fall semester.

UNDER the initiative of the State Board of Education, the Chancellor of The Alabama College System, the State Superintendent of Schools, and the Executive Director of the Alabama Commission on Higher Education have agreed to monitor the dual enrollment/dual credit programs during the first year of operation. A committee was activated in December, 1997, for the purpose of identifying data collection elements, on-site visitation criteria, general program assessment, and acquisition of annual evaluation plans. In addition, the Alabama Independent School Association (AISA) approved guidelines for dual enrollment (with credit earned in high school and college) effective December, 1997, in anticipation that qualified private school students would have enhanced opportunities for learning.

A REVISED COURSE DIRECTORY

THROUGH the leadership, support, and guidance of the State Board of Education, a new, comprehensive directory of all courses offered by all two-year colleges in the state was compiled. The *1997-98 Course Directory* represents a dramatic expansion of previous versions and encapsulates four major sections to accommodate transfer, occupational/technical, health-related professions, and college preparatory/developmental studies course needs in over 200 fields of study. In addition to facilitating the systemwide conversion from quarter credit hour calendars to semester credit hour calendar units, the revised *1997-98 Course Directory* also fulfills the priority for articulation among all public higher education institutions in Alabama, another of the initiatives supported by the State Board of Education.

THIS *1997-98 Course Directory* serves as a primary resource document for referencing course descriptions, designing curriculum, and promoting qualitative consistency among programs throughout all of Alabama's two-year colleges. In addition, the document complements the activities of joint two-year college and senior institution articulation committees, facilitates coordination with the STARS/AGSC coordinating office for the purpose of avoiding unnecessary duplication of course work by students, and facilitates develop-


ALABAMA PUBLIC INSTITUTIONS OF HIGHER EDUCATION
FRESHMAN AND SOPHOMORE ENROLLMENT
Fall 1996-97
The University of Alabama System (11%)
The University of Montevallo (1%)
The University of North Alabama (2%)
The University of South Alabama (4%)
The University of West Alabama (1%)
Troy State University System (3%)
Jacksonville State University (3%)
The Auburn University System (10%)
Alabama State University (2%)
Alabama A&M University (2%)
Alabama Community, Junior, and Technical Colleges (61%)

ment of appropriate courses and the deletion of unnecessary courses systemwide.

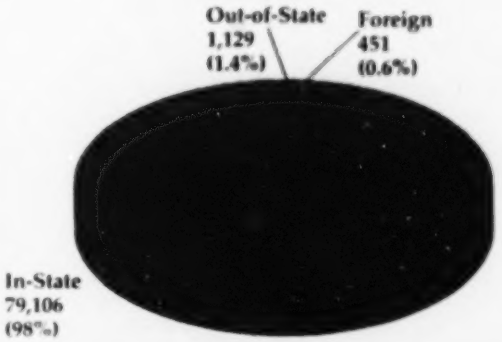
THE ARTICULATION AND GENERAL STUDIES INITIATIVE

As a result of legislative efforts endorsed by the State Board of Education, the Articulation and General Studies Committee was established by the Alabama State Legislature. The charge to this committee is to develop, no later that September 1, 1998, a statewide freshman and sophomore level general studies curriculum to be taken at all public colleges and universities; to develop and adopt by September 1, 1999, a statewide articulation agreement for the freshman and sophomore years for the transfer of credit among all public institutions of higher education in Alabama; to examine the need for a uniform course numbering system, course titles, and course descriptions; and to resolve problems in the administration or interpretation of the articulation agreement of the general studies curriculum.

To address this comprehensive task, the Articulation and General Studies Committee, which is composed of representatives from two-year and four-year public institutions, has developed and implemented guiding principles and a complex committee structure of 20 discipline committees to review and approve general studies courses for their respective disciplines. Faculty representatives from the two-year and four-year sectors serve on joint committees, and each has expertise in his/her field. To date, the Articulation and General Studies Committee has approved 86 courses for The Alabama College System, and the joint discipline committees are continuing to review and recommend general studies courses. In addition, 12 pre-professional committees have reviewed courses in Engineering, Allied Health, Business, Nursing, Education, and Agriculture, while 19 Enhanced Discipline Committees have been formed to identify freshman and sophomore courses listed in *The Alabama College System Course Directory* that are common to a major at all senior institutions or that are specific for a major at individual senior institutions.

ALABAMA COMMUNITY, JUNIOR, AND TECHNICAL COLLEGES

RESIDENCY STATUS OF STUDENTS
Fall 1996-97



The State Board of Education has insisted that the Articulation and General Studies Committee be in full compliance with the mandate to develop, no later that September 1, 1998, a statewide freshman and sophomore level general studies curriculum to be taken at all public colleges and universities, and to develop and adopt by September 1, 1999, a statewide articulation agreement for the freshman and sophomore years for the transfer of credit among all public institutions of higher education in Alabama.

THE ALABAMA STATE BOARD OF EDUCATION LEADERSHIP INITIATIVES IN TECHNOLOGY

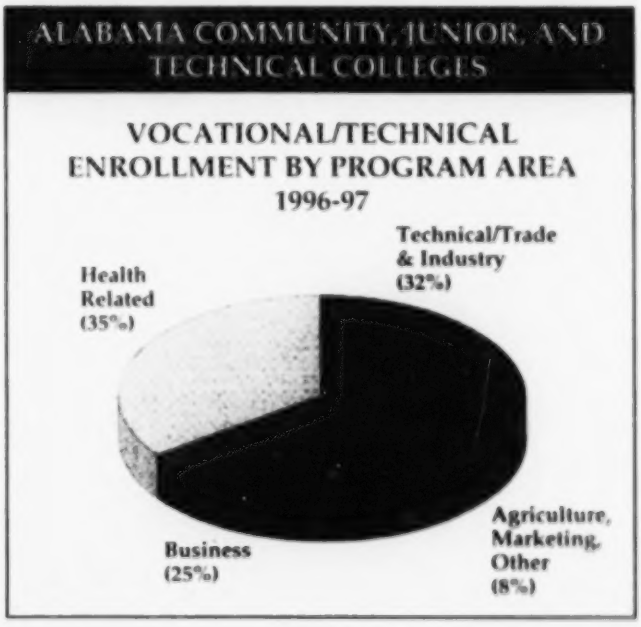
THE VIDEO NETWORK

With the leadership of the State Board of Education, the Department of Postsecondary Education, in conjunction with the University of Alabama, has acquired the equipment and communication lines to connect to the IITS network, Alabama's educational video network. In addition to college level courses being offered daily via this network, business meetings and educational seminars can be hosted without the typical re-

quired travel of each participant. The network has sites at several two-year colleges around the state. This equipment is housed in the Alabama Center for Commerce at 401 Adams Avenue in Montgomery. The Department of Postsecondary Education entered into an agreement with the University of Alabama to provide most of the equipment, while the University provided access to the network, room to house the equipment, and some of the equipment. This partnership allows two-year colleges to utilize the equipment fully while avoiding the normal $10,000 access fee, $4,500 in annual fees to the network, and approximately $10,000 in equipment costs.

A COMMON ADMINISTRATIVE SYSTEM

As the result of another initiative of the State Board of Education, plans are being drafted for a common administrative software system. The two-year colleges currently use a variety of administrative software applications which operate on various platforms. This makes data collection cumbersome and sometimes impractical. Implementation of a common system will provide common data elements, common definitions of those elements, and the ability to collect more efficiently and/or modify those elements. This effort will require considerable resources in time and expertise to implement. However, upon implementation, it will greatly benefit The Alabama College System and the taxpayers.



TECHNOLOGY PURCHASES

The State Board of Education is exploring new ideas for ways to save money on the purchases of technology items. During the 1997 calendar year, the State Board of Education approved 22 projects including new computers for instructional use, installation of physical networks, enhancements to existing instructional and administrative systems, and a variety of related software licenses. Institutions can purchase hardware and software utilizing state contracts for the purchase of educational items. These contracts are usually very economical, but additional ways to save on the high cost of technology items are being studied and implemented. Other methods under study include statewide purchases of software licenses, technical support and training, bulk purchases of PC hardware, and statewide negotiation of communication costs.

A STATEWIDE COMMUNICATIONS NETWORK

Under the direction of the Board, the Department of Postsecondary Education worked with many institutions, various state agencies, BellSouth Corporation, and the Alabama Supercomputer Authority (ASA) to develop a plan to add Internet services to all two-year colleges. It was determined through extensive research that the best alternative for The Alabama College System and its students would be to utilize an existing statewide network designed for education, the Alabama Research and Education Network (AREN), as administered by the Alabama Supercomputer Authority. This will allow students to access the same educational services offered by the four-year institutions of the state. It will allow System faculty and staff to access resources needed to enhance instruction or streamline duties. It will also establish a foundation for future automation of personal communication, on-line services, and electronic reporting procedures. Two-year colleges, the Department of Postsecondary Education, The Alabama Supercomputer Authority, and

BellSouth entered into a partnership agreement in August, 1997. Each made a financial contribution and a commitment to connect all institutions to the AREN. As of December 31, 1997, all two-year colleges have a connection to the Internet via AREN. Participation in joint efforts such as this one enhances academic offerings and helps to streamline administrative functions. Arrangements like this are good for education at all levels and necessary in today's environment of limited resources.

EXPANDED INTERNET SERVICES

As the result of the leadership of the Board, the Department of Postsecondary Education now offers several Internet services. The web presentation can be viewed at http://www.acs.cc.al.us. It presents information on two-year colleges, the State Board of Education, the Chancellor, the Department of Postsecondary Education, the State Board of Education *Policy Manual*, and job vacancies within The Alabama College System. It also links to all of the member institutions that have their own web presentations as well as a variety of other education and government related sites. A FTP (file transfer protocol) site is also maintained where two-year institutions can download the latest versions of public software and the software produced by the Department of Postsecondary Education to collect enrollment and personnel data for each term. This site also is used to receive information from the institutions. This type of collection process provides a very economical method to collect current and reliable information from two-year colleges. It also provides a foundation for future reporting of many more types of information which will further streamline the operation of The Alabama College System.

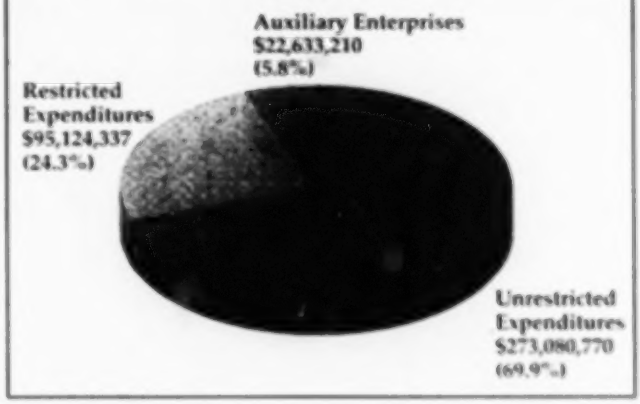
THE ALABAMA STATE BOARD OF EDUCATION LEADERSHIP INITIATIVES IN FISCAL AFFAIRS

MONITORING REVENUES

Total current revenues for the 1996-97 fiscal year for the Alabama community, junior, and technical colleges were $417,421,572, a 3.8 percent increase from 1995-96. Current unrestricted fund revenues ($300,843,158) represented 72.1 percent of the total current revenues. Current unrestricted fund revenues were used for the general operation of the colleges. Auxiliary fund revenues of $21,387,132 equaled 5.1 percent and current restricted fund revenues of $95,191,282 equaled 22.8 percent of the total current revenues.

ALABAMA COMMUNITY, JUNIOR, AND TECHNICAL COLLEGES

CURRENT FUND EXPENDITURES
1996-97



Sources of funding for current unrestricted fund revenues are: state appropriations; state grants and contracts; tuition and fees; and other revenues, such as investment income, endowment income, etc. State appropriations include allocations for operation and maintenance, prison education, employee benefits, and special appropriations made by the state legislature for the colleges. In 1996-97, these appropriations accounted for 65.8 percent of total current unrestricted revenues. Tuition and fees accounted for 30 percent of total current unrestricted revenues.

MONITORING AND APPROVING EXPENDITURES

In 1996-97, total current expenditures for the Alabama community, junior, and technical colleges equaled $390,838,317, a 1.5 percent increase from 1995-96. Current unrestricted fund expenditures accounted for $273,080,770, or 69.9 percent,

of total current expenditures. Auxiliary fund expenditures totaled $22,633,210, or 5.8 percent, and current restricted fund expenditures totaled $95,124,337, or 24.3 percent, of total current expenditures.

Current unrestricted fund expenditures are categorized by function and by object. Function categories are: Instruction; Training for Business and Industry; Public Service; Academic Support; Student Services; Institutional Support; Operation and Maintenance of Plant; and Scholarships. The Instruction function accounted for $136,578,869, or 50 percent, of the total current unrestricted expenditures. Object categories include: Salaries and Wages; Employee Benefits; Services, Supplies and Other Charges; Capital Expenditures; and Scholarships. Salaries and Wages accounted for $168,944,660, or 61.9 percent, of the total current unrestricted expenditures.

OVERSEEING THE FINANCIAL STATUS OF THE SYSTEM

The 1996-97 budgets for the Alabama community, junior, and technical colleges were balanced with revenues exceeding expenditures. Savings of $6,924,018 resulted from the Retirement Incentive Program which was implemented in 1995-96 that decreased the costs of Salaries and Wages and Employee Benefits. The colleges transferred $21,317,073 to other funds to offset long-term debt obligations and to fund capital projects.

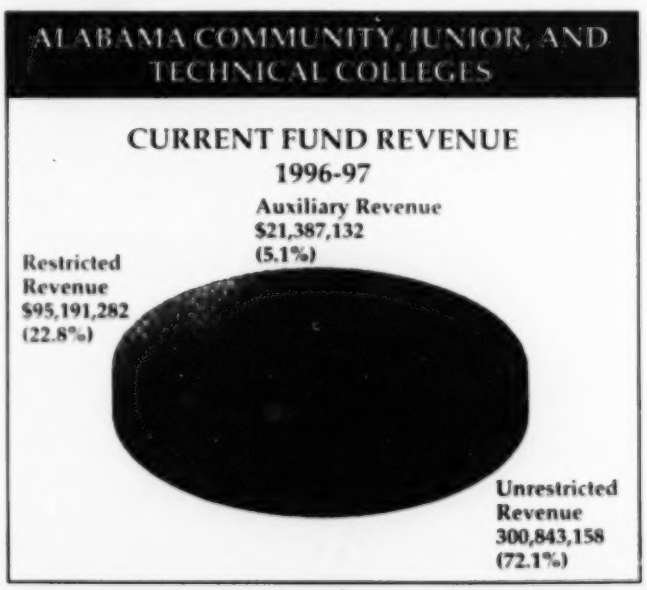
THE RETIREMENT INCENTIVE PROGRAM

In February of 1996, the Alabama State Board of Education authorized the Chancellor to implement a Retirement Incentive Program for eligible Alabama College System employees. The major force behind the authorization of the program was the Board's desire to reduce fixed personnel costs at its institutions, making the colleges more efficient and providing taxpayers with the best value for their tax dollars and tuition payments.

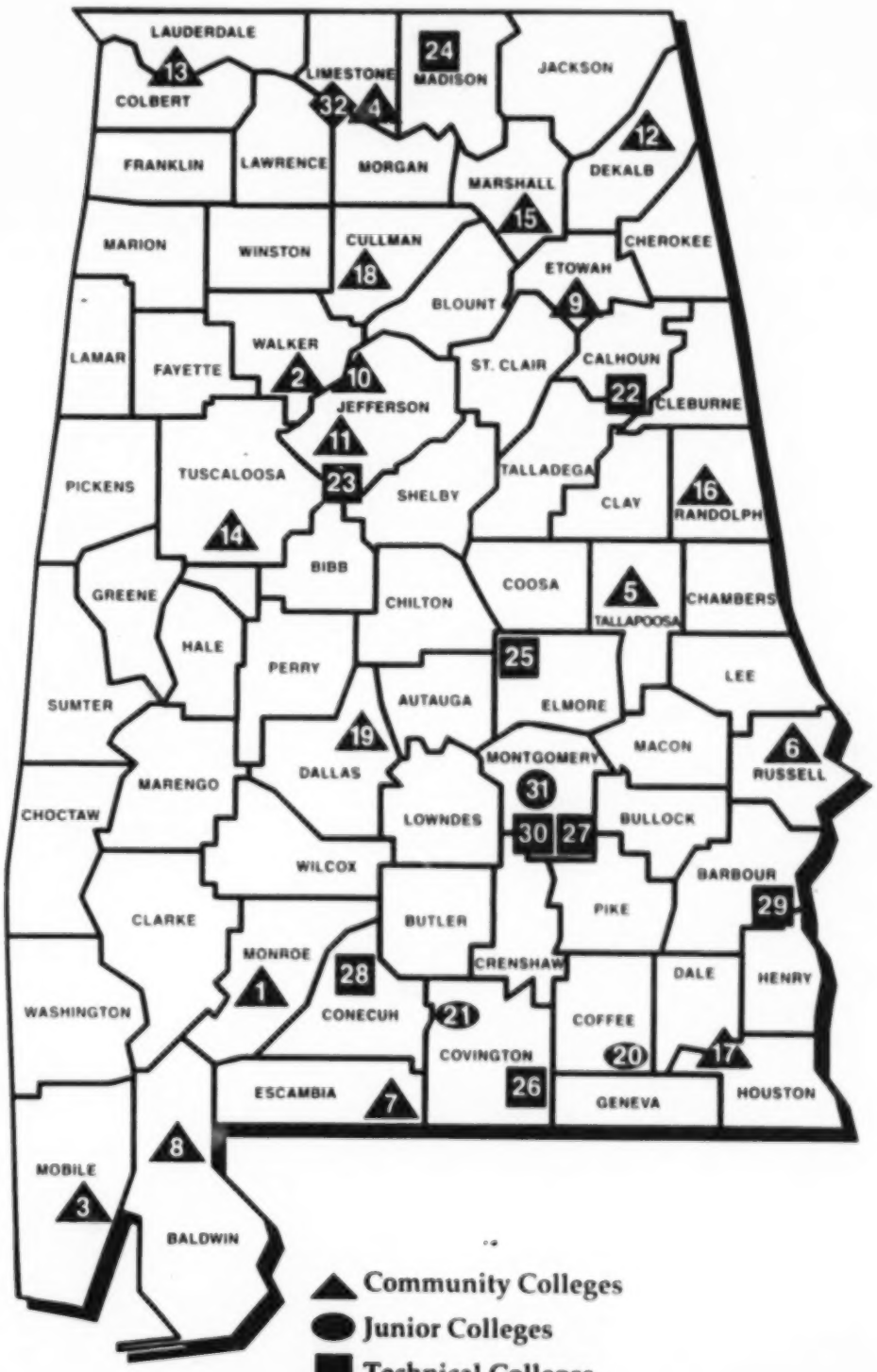
The Retirement Incentive Program resulted in approximately 420 vacancies at System institutions. Only slightly more than one-half of the vacancies were filled (52.1 percent), while the remainder (45.7 percent) are unfilled, and a small percentage (2.1 percent) were converted to part-time positions. In all, approximately 55 percent of vacant administrative positions were not filled.

The Retirement Incentive Program met the Board's goal of reducing fixed personnel costs within The Alabama College System. In 1995-96, the budgeted cost of continuing existing full-time positions in the System was $16,900,675. Not counting the cost of step increases or legislatively mandated pay increases, in 1996-97, there were savings of over $10.5 million dollars in full-time personnel costs. The total salary savings to date are $18,975,509. After deducting expenditures of $12,051,491 for the retirement incentive payments, the net savings to date are $6,924,018.

The quality and level of services available to students have remained at acceptable levels since the implementation of the program, and there is no reason to believe that the unfilled positions will jeopardize either institutional or programmatic accreditations. The Retirement Incentive Program has provided Alabama College System institutions with the freedom and flexibility to reorganize administrative, instructional, student support, and maintenance functions and services so that they can operate on a more efficient and effective basis.



THE ALABAMA COLLEGE SYSTEM COLLEGES AND PRESIDENTS



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COMMUNITY COLLEGES

1. **Alabama Southern Community College**
Dr. John A. Johnson, President
Post Office Box 2000
Monroeville, Alabama 36461
Telephone: (334) 575-3156
Fax: (334) 575-5356
Thomasville Campus
Telephone: (334) 636-9642 or (334) 575-3156

2. **Bevill State Community College**
Dr. Harold Wade, President
Post Office Box 800
Sumiton, Alabama 35148
Telephone: (205) 648-3271 or (800) 648-3271
Fax: (205) 648-3311
Brewer Campus
Telephone: (205) 932-3221 or (800) 648-3271
Hamilton Campus
Telephone: (205) 921-3177 or (800) 648-3271

3. **Bishop State Community College**
Dr. Yvonne Kennedy, President
351 North Broad Street
Mobile, Alabama 36603-5898
Telephone: (334) 690-6416
Fax: (334) 438-9523
Carver Campus
Telephone: (334) 473-8692
Central Campus
Telephone: (334) 405-4457
Southwest Campus
Telephone: (334) 479-7476

4. **John C. Calhoun Community College**
Dr. Richard Carpenter, President
Post Office Box 2216
Decatur, Alabama 35609-2216
Telephone: (256) 306-2593
Fax: (256) 306-2877

5. **Central Alabama Community College**
Dr. James H. Cornell, President
Post Office Box 699
Alexander City, Alabama 35011
Telephone: (256) 234-6346
Fax: (256) 234-0384
Childersburg Campus
Telephone: (256) 378-5576

6. **Chattahoochee Valley Community College**
Dr. Richard J. Federinko, President
2602 College Drive
Phenix City, Alabama 36869
Telephone: (334) 291-4900
Fax: (334) 291-4944

7. **Jefferson Davis Community College**
Dr. Richard E. Brogdon, President
Post Office Box 958
Brewton, Alabama 36427-0958
Telephone: (334) 867-4832
Fax: (334) 867-7399
Atmore Campus
Telephone: (334) 368-8118

8. **James H. Faulkner State Community College**
Dr. Gary L. Branch, President
1900 U. S. Highway 31, South
Bay Minette, Alabama 36507
Telephone: (334) 580-2100 or (800) 231-3752
Fax: (334) 937-3404
Fairhope Campus
Telephone: (334) 990-0420 or (800) 231-3752
Gulf Shores Campus
Telephone: (334) 968-3104 or (800) 231-3752

9. **Gadsden State Community College**
Dr. Victor B. Ficker, President
Post Office Box 227
Gadsden, Alabama 35902-0227
Telephone: (256) 549-8200
Fax: (256) 549-8444
East Broad Street Campus
Telephone: (256) 549-8600 or (256) 549-8200
Valley Street Campus
Telephone: (256) 549-8671 or (256) 549-8200

10. **Jefferson State Community College**
Dr. Judy M. Merritt, President
2601 Carson Road
Birmingham, Alabama 35215-3098
Telephone: (205) 853-1200 or (800) 239-5900
Fax: (205) 853-0340

11. **T. A. Lawson State Community College**
Dr. Perry W. Ward, President
3060 Wilson Road, Southwest
Birmingham, Alabama 35221
Telephone: (205) 925-2515
Fax: (205) 923-1649

12. **Northeast Alabama Community College**
Dr. Charles M. Pendley, President
Post Office Box 159
Rainsville, Alabama 35986-0159
Telephone: (256) 228-6001
Fax: (256) 228-6861

13. **Northwest-Shoals Community College**
Dr. Larry McCoy, President
Post Office Box 2545
Muscle Shoals, Alabama 35662
Telephone: (256) 331-5200 or (800) 645-8967
Fax: (256) 331-5222
Phil Campbell Campus
Telephone: (256) 331-6200 or (800) 645-8967

14. **Shelton State Community College**
Dr. Thomas E. Umphrey, President
9500 Old Greensboro Road
Tuscaloosa, Alabama 35405
Telephone: (205) 391-2211
Fax: (205) 391-2426
C. A. Fredd Campus
Telephone: (205) 758-3361

15. **Snead State Community College**
Dr. Johnny W. McAlpine, Jr., President
Post Office Drawer D
Boaz, Alabama 35957
Telephone: (256) 593-5120
Fax: (256) 593-7180

16. **Southern Union State Community College**
Dr. Roy W. Johnson, President
Post Office Box 1000
Wadley, Alabama 36276
Telephone: (256) 395-2211
Fax: (256) 395-2215
Opelika Campus
Telephone: (334) 745-6437
Valley Campus
Telephone: (334) 756-4151

17. **George C. Wallace Community College**
Dr. Larry Beaty, President
Route 6, Box 62
Dothan, Alabama 36303
Telephone: (334) 983-3521
Fax: (334) 983-4255
Aviation Campus
Telephone: (334) 774-5113 or (800) 624-3468

18. **Wallace State Community College**
Dr. James C. Bailey, President
Post Office Box 2000
Hanceville, Alabama 35077-2000
Telephone: (256) 352-8000
Fax: (256) 352-8228

19. **George Corley Wallace State Community College**
Dr. Julius R. Brown, President
Post Office Drawer 1049
Selma, Alabama 36702-1049
Telephone: (334) 876-9227
Fax: (334) 876-9250

JUNIOR COLLEGES

20. **Enterprise State Junior College**
Dr. Stafford L. Thompson, President
Post Office Box 1300
Enterprise, Alabama 36331
Telephone: (334) 347-2623
Fax: (334) 393-6223

21. **Lurleen B. Wallace Junior College**
Dr. Seth Hammett, President
Post Office Drawer 1418
Andalusia, Alabama 36420
Telephone: (334) 222-6591
Fax: (334) 222-6567

TECHNICAL COLLEGES

22. **Harry M. Ayers State Technical College**
Dr. Ed Meadows, President
Post Office Box 1647
Anniston, Alabama 36202-1647
Telephone: (256) 835-5400
Fax: (256) 835-5474

23. **Bessemer State Technical College**
Dr. W. Michael Bailey, President
Post Office Box 308
Bessemer, Alabama 35021
Telephone: (205) 428-6391 or (800) 235-5368
Fax: (205) 426-8915

24. **J. F. Drake State Technical College**
Dr. Johnny L. Harris, President
3421 Meridian Street, North
Huntsville, Alabama 35811
Telephone: (256) 539-8161
Fax: (256) 539-6439

25. **J. F. Ingram State Technical College**
Mr. J. Douglas Chambers, President
Post Office Box 220350
Deatsville, Alabama 36022-0350
Telephone: (334) 285-5177
Fax: (334) 285-5328

26. **Douglas MacArthur State Technical College**
Mr. L. Wayne Bennett, Interim President
Post Office Drawer 910
Opp, Alabama 36467
Telephone: (334) 493-3573
Fax: (334) 493-7003

27. **John M. Patterson State Technical College**
Mr. J. Larry Taunton, President
3920 Troy Highway
Montgomery, Alabama 36116-2699
Telephone: (334) 288-1080
Fax: (334) 284-9357

28. **Reid State Technical College**
Dr. Ulysses McBride, President
Post Office Box 588
Evergreen, Alabama 36401
Telephone: (334) 578-1313
Fax: (334) 578-5355

29. **Chauncey Sparks State Technical College**
Dr. Linda C. Young, President
Post Office Drawer 580
Eufaula, Alabama 36072-0580
Telephone: (334) 687-3543
Fax: (334) 687-0255

30. **H. Councill Trenholm State Technical College**
Dr. Leroy Bell, Jr., Interim President
Post Office Box 9039
Montgomery, Alabama 36108
Telephone: (334) 832-9000
Fax: (334) 832-9777

STATEWIDE MOBILE INDUSTRIAL TRAINING

31. **Alabama Industrial Development Training Institute**
Mr. Ed Castile, Director
One Technology Court
Montgomery, Alabama 36116-3200
Telephone: (334) 242-4158
Fax: (334) 242-0299
Huntsville Center
Telephone: (256) 461-7550
Mobile Center
Telephone: (334) 432-3336
Montgomery Center
Telephone: (334) 242-2670

SENIOR COLLEGE

32. **Athens State College**
Dr. Jerry Bartlett, President
300 North Beaty Street
Athens, Alabama 35611
Telephone: (256) 233-8100 or (800) 522-0272
Fax: (256) 233-8164

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Fob James, Jr., Governor
State of Alabama

B. S., Civil Engineering: Auburn University

All-American halfback: Auburn football team, professional football player: Montreal Alouettes

Served two years in the Army as a lieutenant in the U. S. Corps of Engineers

Founder: Diversified Products, Inc. (an athletic equipment company in Opelika, Alabama)

Chief Executive Officer: Coastal Erosion Control, Inc. (a company that develops methods to prevent coastal erosion on the Eastern seaboard); and Escambia County Environmental Corporation (an organization that develops state-of-the-art disposal facilities for nontoxic solid waste materials)

Former president: Alabama Citizens for Transportation (a statewide committee which developed a 20 year highway program subsequently adopted by the Alabama Legislature, 1972-1974)

Governor of Alabama (Democrat), 1979-1983

Currently the 55th governor of Alabama (Republican), 1995-99 (only Alabamian who has served in this capacity and changed parties)

Won "War on Illiteracy" which resulted in Alabama's public school children meeting and exceeding the California Achievement Test national average test scores for the first time ever, 1981

Generated $8.9 billion capital investment in new and expanding industry, creating 72,356 new jobs

Introduced legislation establishing the Heritage Oil Trust Fund which generated enough interest to fund a bond issue resulting in the largest capital improvements project in Alabama history

Established Alabama Department of Environmental Management to oversee the protection of Alabama's air, water, and land

Created Alabama Housing Finance Authority which has provided affordable financing for over 32,000 Alabama homes

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